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7 May 1951

MEMORANDUM FOR: ARPC

SUBJECT: Additional Suggestions for Agenda of Meeting
of National Psychological Strategy Board.

1. The following paragraphs contain additional suggestions along subject lines to supplement the suggestions you have already made to DDP. Some of these you may not consider suitable for discussion at the 8 May meeting but may prefer to hold in reserve.

a. Relationships of PSB with NSC: Since the scope of the purview of the PSB will be discussed under a later heading, this item pertains to the procedures for gearing the activities of the PSB to those of NSC. One question which would be germane under this topic would be whether or not action responsibility on approved NSC issuances (involving interdepartmental coordination) would pass to the PSB rather than to the principal executive department concerned, as has been the case heretofore. (It is assumed that the Board will have authority to present issues to the Council for consideration and establishment of national policy.)

b. Proper Purview of PSB: To supplement the point that this Board is broader than its name, development is needed, not only the reference to NSC 10/2 in the President's letter of 4 April 1951, but also of the fact that the NSC has not had the time or staff resources to produce a "strategic plan" to clarify the broad policy generalizations of NSC 68. In this connection, it might even be stated that this Board has for its primary responsibility the development of a broad program for implementing the NSC 68 series.

c. Relations with OPC Planning Staff: Under the Presidential directive the Board is responsible for formulating and promulgating over-all national objectives and programs and for the coordination and evaluation of the implementation of these programs. The directive also provides that in performing these functions, the Board shall utilize to the maximum extent the facilities and resources of the participating Departments and Agencies. It is recommended that the primary responsibility for the detailed planning of programs be carried out by the participating Departments and Agencies for their respective functions under the general guidance of the staffs envisioned in your memorandum to DDP. OPC already has a functioning staff responsible for planning programs under NSC 10/2 and the ensuing implementation of these programs. This staff element could be designated to maintain liaison with the Board's staff for the purposes of obtaining the guidance needed with respect to

objectives and

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objectives and for reporting to the Board on the implementation of the programs. If certain planning activities should arise which could not be performed by the Agencies separately, these activities could be planned by the ad hoc task forces mentioned in the President's directive. The advantages of this method are:

(1) That we utilize existing staffs and obviate requirement for establishing large planning staffs at the board level; and

(2) That it would enable the planning staffs to maintain closer coordination with operating elements of their own organization.

d. Supervision of Execution of PSB Programs: In discussing the organization and responsibilities of the new Board, especial attention should be given to the problem inherent in the fact that action of any program, no matter how high the source, must necessarily be farmed out among a number of agencies of the government. In other words, there can be no single command line of authority and responsibility. The review and analysis (or control) machinery to be utilized by the Board in attempting to keep itself current on the status of program execution becomes a particularly important item in this situation.

e. Consideration of Problems in Connection with NSC 10/2: There are a number of problems under this heading with which the Board should concern itself at an early date. The following listing does not attempt to account for priority of attention.

(1) The relationship of the Board to the Representatives of State and Defense designated under NSC 10/2 should be restudied with a view to spelling out their respective roles in the event the so-called consultants are to be retained.

(2) Definition and responsibility in guerrilla warfare. The numerous problems under this heading (such as OPC's responsibility vis-a-vis the military services) need to receive the attention of this Board.

(3) Security standards of 10/2. It is apparent that changes in world conditions since NSC 10/2 was promulgated, and particularly changes in the scope of OPC's operations, have made obsolete the requirements of 10/2 with regard to degree of covertness to be observed.

(4) OPC responsibility in evacuation. This problem has been considered by the Representatives but has not yet been resolved.

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f. Problems Suggested by the Magnitude Paper:

(1) Guidance by the Board on relative allocation of covert assets to meet the separate demands of the military for operations as against political operations. This question is illustrated by the problem, in the development of resistance potential, of meeting the separate request of the political as against the military in its use.

(2) Guidance is further needed in the determining of how far U.S. Government is willing to go in sponsoring counter-revolution in the slave states. Political and material support on a national scale is required to back up any counter-revolution so engendered.

(3) Provision for insuring to OPC the logistical support it requires in undertaking certain covert operations.

(4) Machinery for joint planning with other agencies where a close mutual support is required in a given program. Presumably, this could be done by the ad hoc committees.

2. There is attached a memorandum entitled "National Strategic Planning" by George S. Pettee of the Army's Operations Research Office. This paper contains many interesting comments applicable to the over-all problem of the functions of the National Strategy Board. Pertinent paragraphs in this paper have been marked for your perusal.

KILBOURNE JOHNSTON
DAUPC

Attachment (1)
Memo re "National
Strategic Planning"

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